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26 May 1960

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : CIA Career Service *VIEWES AND RECOMMENDATIONS OF DEPUTY DIRECTORS*

1. This memorandum is in response to your request that the Director of Personnel inform you of the views and recommendations of the Deputy Directors concerning Career Service. Specific recommendations are made in paragraph 4.

2. The Survey of Career Service prepared by the Inspector General has been reviewed by the three Deputy Directors and has been discussed at the Career Council. The Deputy Director (Intelligence), Deputy Director (Support), and the Director of Personnel have submitted written statements on this subject. In the original drafting of the Inspector General's report, in developing these statements and in preparing for the Career Council meeting a broad canvass of opinion has been made, with the result that at no time since the establishment of the Agency have we been as well informed as we are today concerning the problems and challenges that exist in the area of Career Service administration.

3. The recommendations of the Career Council which are herewith submitted for your approval are more conservative than those proposed by the Inspector General. There are several reasons for this. The Deputy Directors and other Council members, while agreeing that the Agency has thus far failed to achieve a fully satisfactory solution to the problem of career development, do not believe that the extent of our failure is as great as that described by the Inspector General. Indeed, it is felt that we can take pride in the improvements that have been made during the past six years. The Deputy Director (Plans) and Deputy Director (Support) feel strongly that Career Service administration should follow command lines with only such modifications to this concept as have thus far been introduced and tested. The Deputy Director (Intelligence) while being in substantial agreement with their position would favor some degree of lessening of command jurisdiction in the interest of career development. All three Deputies are against establishing a Career Development Board independent of and at a level higher than the Director of Personnel, and they oppose the concept of occupational Career Services. Finally, while recognizing that it may be possible and advisable to attempt to set apart and treat differently a "hard core" Career Service at some time in the future, it was agreed that this is not the time for such a move.

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4. With specific reference to the recommendations of the Inspector General the Career Council reached the following conclusions and recommendations:

- a. The Career Council and the Supergrade Board. The Career Council did not agree that these bodies be discontinued but proposed instead that they continue to perform the work presently assigned to them. The transfer of their functions to an Agency Career Development Board is therefore not recommended.
- b. Career Development Board. The Council did not agree to the establishment of this Board as proposed by the Inspector General. It does recommend the appointment by each Deputy of a Career Development Officer, the exercise by this officer of authority granted to him by the Deputy in the furthering of the career development of individuals within that component, the formation under the cognizance of the Career Council of an Agency board composed of the three Career Development Officers and chaired by the Director of Personnel which will develop Agency career development policies and arrange, with the concurrence of the Deputies concerned, for the movement of individuals from one major component to another in the interest of career development. It is understood that failing such concurrence the Director of Personnel may appeal the decision of one or more Deputies to the Director of Central Intelligence.
- c. The Selection Board and the CIA Career Staff. The Council concurred in the Inspector General's recommendation that the Selection Board and the Examining Panels be discontinued and that selection of individuals into the Career Staff become the responsibility of the Heads of Career Services. The five-year service requirement for membership in the Career Staff, as proposed by the Inspector General, was not considered advisable. Instead, there was agreement (1) to retain a minimum three-year waiting period, and (2) to establish a minimum age requirement of 25 years.
- d. Career Services. It was the consensus of the Council that the basic Career Service structure as it now exists should be retained and that no attempt be made to convert to occupational services as proposed by the Inspector General.
- e. Individual Career Planning. The Council accepted the Inspector General's proposal to rescind ☐ discontinue

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the Career Preference Outline, and to substitute individualized planning for those persons who may be expected to grow and develop.

f. CIA Career Service Brochure. The Council agreed to the proposal of the Inspector General to prepare and distribute to all employees a brochure explaining the purpose and objectives of the Career Service program and the methods of implementation, it being understood that publication would be deferred until after the first major reduction in force is effected.

5. It is recommended that the conclusions and recommendations of the Career Council be approved and that the Deputy Director (Support) be instructed to revise and publish regulations and other issuances implementing them.

Signed

Gordon M. Stewart  
Director of Personnel

The recommendation in paragraph 5  
is APPROVED

Signed  
Allen W. Dulles  
Director

3 October 1960  
Date